

TREASURY BOARD OF CANADA SECRETARIAT DETAILED ACTION PLAN
to the recommendations of the Office of the Auditor General Report on An Inclusive Public Service for Racialized Employees

| Report Ref. No. | OAG Recommendation | Departmental Response | Description of Final Expected Outcome/Result | Expected Final Completion Date | Key Interim Milestones (Description/Dates) | Responsible Organization/ Point of Contact (Name, Position, Tel #) | Indicator of Achievement (For Committee Use Only) |
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| 25 | <p>The Treasury Board of Canada Secretariat should provide guidance and share best practices that will help organizations establish performance indicators to measure and report on equity and inclusion outcomes in the federal public service. This should include at minimum</p> <ul style="list-style-type: none"> a common set of measurable indicators that use reliable survey, organizational human resources, and other data indicators that show comparative results at the racialized employee group and subgroup levels against results for non-racialized employees. | <p>Agree. In support of deputy heads, the Treasury Board of Canada Secretariat will provide guidance and share best practices, based on reliable survey and organizational human resources data, that will help organizations establish a common set of performance indicators to measure and report on equity and inclusion outcomes in the federal public service in 2024.</p> <p>The Treasury Board of Canada Secretariat will also support organizations in their efforts to compare the experience of racialized employees with comparative groups, on the basis of available data through implementation of a modernized approach to self-identification in 2024.</p> | <p>In response to the President of the Treasury Board's mandate letter commitment on disaggregated data, Treasury Board of Canada Secretariat (TBS) has collected, collated and published additional workforce employment equity data, both quantitative and qualitative, on Canada.ca via its websites and data visualization tools.</p> <p>TBS has provided guidance and best practices to help organizations establish performance indicators to measure and report on equity and inclusion outcomes in the federal public service using existing data sources.</p> <p>This guidance and best practices would be communicated through:</p> <ul style="list-style-type: none"> a message from Treasury Board of Canada Secretariat's Chief Human Resources Officer to deputy heads; an information session with their Designated Senior Officials on Employment Equity, Diversity and Inclusion and/or their heads of Human Resources. <p>TBS has added or made reference to existing questions to measure equity and inclusion in the Public Service Employee Survey.</p> <p>TBS has enabled organizations to adopt a new modernized self-identification questionnaire.</p> <p>TBS has provided guidance to organizations on how to compare racialized employees with comparative groups on the basis of available data through implementation of a modernized self-identification questionnaire.</p> <p>TBS has promoted the use of the Maturity Model on Diversity and Inclusion self-assessment tool, which has been developed with equity-seeking groups to help departments identify their level of maturity related to diversity and inclusion and determine the tangible actions they can take to improve and monitor progress.</p> | March 2025 | <p>Early 2024 – The Chief Human Resources Officer sends a letter to inform deputy heads of TBS's actions in response to the OAG's recommendations.</p> <p>By May 2024 – TBS sends a message to organizations with guidance and best practices that will help them establish performance indicators based on existing data sources.</p> <p>By October 2024 – TBS delivers an information session on data sources to officials from organizations (for example, Designated Senior Officials on Employment Equity, Diversity and Inclusion and/or the Heads of Human Resources).</p> <p>By December 2024 – launch of modernized approach to self-identification which organizations can adopt.</p> <p>By March 2025 - TBS sends a message to organizations with guidance on how to use self-identification data to compare the experience of racialized employee with that of other comparative groups.</p> | <p>Natasha Parriag, Executive Director, People and Culture Sector, 613-618-0605</p> <p>Nicolino Frate, Executive Director, Strategic Directions and Digital Solutions Sector</p> | |
| 66 | <p>All 6 organizations, supported by the Treasury Board of Canada Secretariat, should examine their existing complaint resolution processes and ensure that they specifically address instances of racism in the workplace and that complaints are received and managed by professionals trained and experienced in the area of racism.</p> | <p>Agree. The Treasury Board of Canada Secretariat will support the 6 organizations in examining their existing complaints resolution processes and ensure they specifically address instances of racism in the workplace, and that complaints are received and managed by professionals trained and experienced in the area of racism by March 2026.</p> <p>Additionally, as part the of the 2021-2022 round of collective agreements signed with the Public Service Alliance of Canada, the</p> | <p>TBS has provided support by reviewing draft reports of the 6 organizations that reviewed their employee complaint resolution processes to ensure that they address instances of racism.</p> <p>TBS has shared best practices for employee complaint resolution processes identified by organizations with Heads of HR across the federal public service.</p> | March 2026 | <p>March 2024 – TBS will provide support to the 6 organizations as they initiate their review of their complaint resolution processes to ensure they address instances of racism.</p> <p>December 2024 – TBS will provide support to the 6 organizations by reviewing their draft reports following their review of their complaint resolution processes to ensure they address racism by inviting them to submit a report and</p> | <p>Natasha Parriag, Executive Director, People and Culture Sector, 613-618-0605</p> <p>Charles Vézina, Executive Director, Employee Relations Total Compensation Sector, 613-808-7300</p> | |

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| | | Employer and the bargaining agent jointly committed to a review of the employment equity, diversity and inclusion training courses available to public service employees with a view to identify eventual gaps and improve the promotion of training opportunities. Once the joint committee work is completed, the findings will be leveraged to ensure Treasury Board policies and Treasury Board Secretariat recommendations to the core public administration support the prevention and resolution of racism in the workplace. | <p>An inventory of employment equity, diversity and inclusion training courses with potential gaps identified in the inventory with options to address them.</p> <p>TBS has promoted available employment equity diversity and inclusion training courses to employees who are responsible for receiving and managing complaints.</p> | | <p>offering guidance on the reports.</p> <p>June 2025 – TBS will distribute to Heads of HR a best practices compendium.</p> <p>Fall 2023 – setting up of the TBS-Public Service Alliance of Canada (PSAC) joint review committee membership and governance, as part of the MOU between PSAC and TBS.</p> <p>December 2023 - first meetings of the Joint TBS-PSAC Review on Employment Equity, Diversity and Inclusion Training and Informal Conflict Management Systems.</p> <p>Fall 2024 – Joint review committee will complete its work and share it with principals of the Joint Review.</p> <p>December 2024 – TBS will share relevant findings on training gaps with Heads of HR.</p> <p>Spring 2025 - TBS will monitor existing policies and the supports for their implementation (for example guidance, training) to ensure that they support the prevention and resolution of racism in the workplace.</p> | | |
| 67 | All 6 organizations, supported by the Treasury Board of Canada Secretariat, should collect and analyze information gathered through complaint resolution processes to identify root causes of disadvantage for racialized employees. Analysis of this information should contribute to preventing and resolving racism in the workplace. | <p>Agree. The Treasury Board of Canada Secretariat will support the 6 organizations in collecting and analyzing information gathered through complaints resolution processes to identify root causes of disadvantage for racialized employee in the workplace by March 2026. The Treasury Board of Canada Secretariat will ensure racialized employee networks are consulted in the process.</p> <p>The Treasury Board of Canada Secretariat will share harassment prevention best practices with heads of human resources of the federal public service on an ongoing basis during the analysis period.</p> <p>Pursuant to Budget 2023, the Treasury Board of Canada Secretariat is developing a restorative engagement program to support employees who have suffered harassment and discrimination and to drive cultural change in the public service. In Fall</p> | <p>TBS has provided support by reviewing the departmental draft reports of the 6 organizations that reviewed their employee complaint resolution processes to ensure they address instances of racism.</p> <p>A compendium of information gathered by TBS from organizations through complaint resolution processes identifying root causes of disadvantage for racialized employees in the workplace.</p> <p>TBS has shared this information with Heads of HR of the federal public service to contribute to preventing and resolving racism in the workplace.</p> <p>TBS has shared harassment prevention best practices with Heads of HR of the federal public service.</p> | March 2026 | <p>March 2024 – TBS will provide support to the 6 organizations as they initiate the collection and analysis of information gathered through their complaint resolution processes to identify root causes of disadvantage for racialized employees in the workplace.</p> <p>December 2024 – TBS will support the 6 organizations to complete their review of the information gathered through their complaint resolution processes to identify root causes by inviting them to submit a report and offering guidance on the reports.</p> <p>May 2025 – TBS will distribute to Heads of HR the compendium of information on harassment prevention and resolution as it pertains to root causes of disadvantage for racialized employees.</p> | <p>Charles Vézina, Executive Director, Employee Relations Total Compensation Sector, 613-808-7300</p> <p>Thérèse Ngo Executive Director Employee Relations and Total Compensation 613-324-5166</p> | |

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| | | 2023, the Treasury Board of Canada Secretariat intends to engage with key stakeholders – including employee organizations representing equity-seeking communities – on the design of a public service restorative engagement program. | Recommendations on program structure and design for a restorative engagement program (REP) have been developed following the engagement of a panel of experts and key stakeholders. | | <p>June 2025 – TBS will monitor existing policies and the supports for their implementation (for example guidance, training) to ensure that they support the prevention and resolution of racism in the workplace.</p> <p>Major milestones for REP:</p> <p>October 2023 – Announcement of Panel members.</p> <p>Fall 2023 – Stakeholders submit written submissions.</p> <p>March 2024 – Analysis and compilation of input from stakeholders and publication of What we Heard report summarizing written submissions received.</p> <p>Recommendations on continuous engagement plan and design of implementation process to be provided by panel of experts.</p> | |
| 79 | Each of the six organizations and the Treasury Board of Canada Secretariat should establish expected behaviours needed for an anti-racist and inclusive work environment and against which performance should be assessed for employees. These behaviours should be aligned with specific equity and inclusion outcome indicators and the performance measurement frameworks. | Agree. The Treasury Board of Canada Secretariat will coordinate with the 6 organizations to establish, within existing competency frameworks, expected behaviours needed for an anti-racist and inclusive work environment and against which performance should be assessed for all employees. This work is expected to be completed by March 2026. | <p>TBS has engaged with departments and agencies, including the six organizations mentioned in the audit, and helped establish expected behaviours needed to foster an anti-racist and inclusive work environment.</p> <p>TBS has integrated within existing enterprise-wide competency frameworks effective and ineffective behaviours for an anti-racist and inclusive work environment. These behaviours will be included in discussions and assessments of performance in the annual performance management cycle.</p> | March 2026 | <p>By Spring 2024, TBS will share with organizations guidance on expectations for inclusive behaviours within existing competency frameworks and within public service values and ethics.</p> <p>By March 2025 – TBS will coordinate with organizations to assess gaps in current expected behaviours, and develop clear expected behaviours needed for an anti-racist and inclusive work environment.</p> <p>By March 2026 – TBS will help organizations to reinforce new expected behaviours within existing enterprise-wide competency frameworks and assessments of performance in the annual performance cycle.</p> | Natasha Parriag, Executive Director, People and Culture Sector, 613-618-0605 |